

BUSINESS SUCCESS

HELEN STANLEY



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Book 578

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BUSINESS SUCCESS

BY

HELEN STANLEY

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Published by

THE ALLAN PUBLISHING COMPANY
SPOKANE, WASH.

1905

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CLASS <i>a</i>	XXc. No.
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DEDICATED
TO THE
OFFICE EMPLOYEES
OF
AMERICA.

PREFACE.

There are many so-called "courses" advertised claiming to teach methods which, if followed, will increase the earning capacity of office and other employes.

These courses usually contain so many intricate rules, besides lesson sheets to be written up and mailed to the sender, that not one employe out of ten has the time or inclination to complete the course after having purchased it. The cost is another item to be considered, being as a rule so excessive that few feel justified in paying it.

"Business Success" is intended for earnest workers who desire to better their condition, and, being based upon the actual business experience of the author, should prove of great value to its readers.

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WHOEVER IS SATISFIED WITH
WHAT HE DOES HAS
REACHED HIS CULMINAT-
ING POINT—HE WILL PROGRESS
NO MORE. A LIVE MAN'S DESTINY
IS TO BE NOT DISSATISFIED, BUT
FOREVER UNSATISFIED.

—F. W. ROBERTSON.

CHAPTER I.

THE BUSINESS COLLEGE STUDENT.

A course of study in a good business college is naturally the first step in preparing for a business career, and our business colleges today are filled with young men and women who are striving to fit themselves for some branch of office work.

It is a well known fact, however, that of all those who attend a school of this kind, but a small percentage ever achieve any great degree of success. This is not the fault of the school, but is mainly due to the fact that the students do not realize the importance of the work before them, and are apt to fritter away the time that should be spent in careful study.

As I look back over the seven years that have elapsed since I first entered a business college, many things are apparent to me to which I gave little thought at the outset; and I have therefore decided to devote this first chapter to a few remarks to the business col-

lege student in the hope that it may be the means of starting many on the right road.

To become unusually proficient in any profession requires patient, unceasing effort, and this is just as true in business as in anything else. Bear this in mind while preparing for your future work.

Never attempt to take more in one lesson than you can thoroughly master. It will only mean a waste of time in going back over it later on.

Strive to perform each day's work in a manner that will be a credit to you. Make each lesson well learned a stepping stone to higher effort.

Remember that you are about to enter a field which is already over-crowded, and that in this, as in all other lines of endeavor, it is a case of the "survival of the fittest."

But also bear in mind that but a very small percentage of these applicants are really fitted for the work they are seeking. They have started out, as thousands do, with the mistaken idea that office work is something that does not require any particular thought or ability,

and with probably no thought of ever attempting more than one branch of work; but the demand for young men and women with ideas of their own, and brains and ability to carry them out, is far greater than the supply, and always will be until the majority of those who take up office work awake to a realization of the fact that business is something more than going to the office each morning, leaving sharp on the hour, and looking forward to pay day as the all-important event and the one thing worth working for.

Do not waste time during school hours. You may find that you have no time to waste when your real work begins, and should therefore allow no bad habits to form while you are preparing for it.

When your teachers decide that you have become proficient enough to accept a position, don't try to secure work that will be extremely easy and require no special effort on your part. If, during the first few months of your training, you sometimes find your ability taxed to the utmost so much the better; it will do you

no harm, and each new victory will give you added confidence in yourself.

The "easy" position is not likely to increase your ability; neither is it likely to offer chances for advancement. I refer especially to small concerns which require some assistance, but cannot afford to pay for first class, efficient services.

I recall to mind a shorthand student in the same college which I attended. Shortly after I left school I met her on the street, and she stopped me to say, "I have the finest position! I only have about six letters to write each day. Mr. C————— dictates them in the morning usually, and after I write them he corrects the mistakes. Then I write them over, and after that I have nothing more to do all day but mind the office when he is out." "What," I said, "Do you have to write every letter twice?" "Why, yes," she replied, "I always make mistakes the first time, but I have plenty of time to re-write them, so what's the difference?"

In the elevator I recently overheard the following conversation between two young men:

“Doesn’t Fred work up here somewhere?”
“Yes, and I tell you he has a snap. He doesn’t have to work more than an hour or so each day and the rest of the time he reads novels.”

The subject of these remarks was employed in a back office at the top of the building. It is really surprising how many young men and women are satisfied with positions of this kind, receiving a small pittance for which they are asked little in return.

Of course, everyone cannot secure a really desirable position the first time; but because you may find that you have considerable time on your hands is no reason why you should employ it in a manner that will work no benefit to yourself or anyone else. In another chapter I have touched upon ways to improve idle moments.

But I want to again impress upon you the necessity of careful study and close application to details during school hours, so that when you find yourself on the threshold of a business office for the first time (probably with your knees quaking beneath you, and a wild de-

sire to turn and flee) you will be able to overcome all thought or fear of failure and enter boldly on the work before you, strong in the knowledge that you have built a foundation upon which you may continue to build until the highest pinnacle in the structure of your business success has been reached.

IT IS ONLY BY LABOR THAT
THOUGHT CAN BE MADE
HEALTHY, AND ONLY BY
THOUGHT THAT LABOR CAN BE
MADE HAPPY.

—RUSKIN.

THE NEED OF SECURING SUCCESS AT THE OUTSET IS IMPERATIVE. FAILURE AT FIRST IS APT TO DAMP THE ENERGY OF ALL FUTURE ATTEMPTS, WHEREAS PAST EXPERIENCES OF SUCCESS NERVE ONE TO FUTURE VIGOR.

—PROFESSOR JAMES' PSYCHOLOGY.

IT IS NO HONOR OR PROFIT
MERELY TO APPEAR IN THE
ARENA. THE WREATH IS FOR
THOSE WHO CONTEND.

—GARFIELD.

SEELK ENJOYMENT IN ENERGY,
NOT IN DALIANCE. OUR
WORTH IS MEASURED SOLE-
LY BY WHAT WE DO.

—THOMAS DAVIDSON.

CHAPTER II.

THE NOVICE.

During your first few weeks of actual experience you will begin to realize that there is a vast difference between real work and make-believe, and the importance of doing everything accurately will impress you more and more.

You are starting in at the bottom of the ladder, and it depends upon *you*, and *you alone*, as to whether you remain at the foot or gradually climb higher and higher until you hold a position of responsibility and trust.

If, for any reason, you do not intend to stay where you are—if you are on the lookout for a more desirable position—don't let this make you less mindful of your present employer's interest. Your time belongs to him, and he is entitled to the very best work you are capable of turning out. Remember that.

But I don't commend the habit (which so many seem to practice from the beginning) of jumping about from one place to another. Success was never won by following this method. If there is absolutely no chance for advancement in one office, then, of course, it is advisable to look around for something better. But be sure that it is better, and don't jump blindly at anything that may be offered, for the chances are you will be constantly on the jump and never know just where you are going to land.

On the other hand, you must not expect too much at the start, for the best business houses, as a rule, will not employ any but competent clerks, and, of course, until you have had some experience you cannot be classed as such.

I have noticed that one of the greatest difficulties to be overcome by young people just starting out is intense nervousness and lack of confidence in their ability. This is more particularly true of stenographers.

Now, if you enter an office for the first time as a stenographer, try to overcome this tendency. If you can just keep cool while taking

dictation, you will probably have no trouble whatever in holding the position; while, if you allow yourself to become nervous, you will probably fail utterly; for the more nervous you become the slower will you write, your outlines will become tangled, and the result will be an unintelligible jumble.

I know this to be a fact, for I have dictated to many stenographers of all degrees of competency, and often when we have advertised for an extra stenographer to tide over an unusually busy season, I have been compelled to turn away bright looking girls who I really believe could have done the work satisfactorily had they kept cool. In some instances when I asked them to read what I had dictated they were unable to do so. I requested others to transcribe their notes, and the result was as foreign to anything I had dictated as it would be possible to imagine. In almost every instance I attributed it to nervousness rather than incompetency, but our work was very important and it was necessary to keep on trying until we found the one who could turn out the work quickly and correctly.

The beginner at book-keeping very often experiences this same sense of uneasiness and incompetency, though from my own experience and from conversations I have had with others, I believe there is no other branch of work so trying on the beginner as writing shorthand from dictation.

This sense of fear is one of the greatest drawbacks to the inexperienced, and many who are otherwise well qualified fail because of it.

The book-keeper who is in constant dread of making a wrong entry is just the one whose books will not balance; and the stenographer who fears she will be unable to write rapidly enough or read her notes, is the one whose transcript will be full of errors.

It can readily be seen that with the mind divided between the *hope* of doing your work well and the *fear* of failure, the best results could not be expected.

But, after all, this tendency can soon be overcome if you will just exert your will power.

Concentration is the best cure for nervousness. If you can concentrate your mind wholly on what you are doing, and become absorbed in the thought that you *will* do your work well, you will soon find such an improvement in yourself that the satisfaction you will feel will be sufficient in itself to counteract this nervousness.

If sometimes the struggle is hard and the way seems up-hill, let this make you all the more determined to succeed, and remember that perserverance and honest effort are bound to win in the long run.

I GNORE THE ODDS AGAINST
YOU—THE LONG STRUGGLE
AHEAD—THE STRENGTH OF
THE OPPOSITION—THE JEERING
OF THE MULTITUDE.—SYSTEM.

TO THINE OWN SELF BE TRUE;
AND IT MUST FOLLOW, AS
THE NIGHT THE DAY, THOU
CANST NOT THEN BE FALSE TO
ANY MAN.

—SHAKESPEARE.

CHAPTER III.

THE EMPLOYER.

Much depends upon the way you start out, the habits you form, and your attitude towards your employer and other employes.

If you are a book-keeper you naturally come into possession of your employer's most private affairs. This is a sacred trust which you should never divulge to anyone—not even to others in the same office.

If you are a stenographer private matters will be dictated to you which should go no further.

But no matter in what capacity you enter an office, work for your employer's interest and you will find that you will be serving your own, though you may not realize it.

Never speak of your employer to others in the office (or out of it, for that matter) in other than a respectful way. Don't take advantage of his absence to talk behind his back and go over his shortcomings with your fellow clerks. If they do so, avoid entering into

conversation with them. You have entered his office because your knowledge in some certain line is necessary in the carrying on of his business. For this knowledge he is willing to pay you a stipulated sum, which you have agreed to accept, and you are therefore no more justified in discussing his personality and his affairs in a disparaging way, than you would be in entering a friend's home, accepting of his or her hospitality, and afterwards gossiping about any little private matters that may have come before your notice.

I have brought out this point because wherever you go you will run across the clerk who always has a grievance against his or her employer. These are the people who always imagine they are doing twice as much work as they are being paid for, and who think it an imposition if they are asked to stay fifteen minutes or so after hours to finish some important piece of work. They are always willing to accept courtesies, but never willing to give anything in return. Their work is never first class, for no work can be unless it is done in the right spirit, and when they leave

an office they are not missed; in fact, their absence is usually a relief to those who have been associated with them. And so they drift along, never making any headway because their own selfishness holds them back.

There are opportunities everywhere for bright young men and women to win success in business, but one of the first requisites is to place your employer's interest *first*. Try it.

Milton said in "Paradise Lost":

"The mind is in its own place, and in itself
Can make a heaven of hell, a hell of heaven."

And so, with many who are discontented and dissatisfied with everything, their troubles are purely imaginary, and letting the mind dwell constantly on little things makes them seem great.

IT'S THE STEADY, VIGILANT, INTENSE FIGHTING WITH EVERY OUNCE OF STRENGTH GIVEN TO EVERY MINUTE OF PLAY THAT WINS THE GAMES OF BUSINESS — THE PENNANTS OF COMMERCE.

—SYSTEM.

CHAPTER IV.

HOW TO IMPROVE IDLE MOMENTS.

In almost every business there are busy seasons during which every member of the force must make every minute count in order to keep from getting behind; and then, again, there are lulls when all have more or less time on their hands.

Now, for those who are anxious to become more proficient in their special work, or who are endeavoring to fit themselves for some higher position, there are ways by which these idle moments can be used to advantage.

For stenographers who have had but a few months experience, and have therefore a wide gulf to span before they can consider themselves really proficient, the following suggestions will prove very beneficial:

To increase your speed on the typewriter, select some letter of medium length that has been dictated to you and therefore pertains to the special line of business in which you are engaged. It will be better to take one that

you have found it somewhat difficult to write—I refer to punctuating, paragraphing, and also words which you find you are inclined to write backward, or in which the letters seem determined to get “twisted.”

Now, write this letter carefully in the way you think it looks the best. Using this as a copy, write the letter several times until you have memorized it. Then continue to write it over and over, trying each time to write it a little more rapidly.

It is a good plan to time yourself by having your watch open on the desk before you.

Keep at this one letter until you can write it very, very rapidly, even though you practise on it during odd moments for a week.

To increase your speed in shorthand write this same letter, being careful to form every outline correctly, and if there are any words that are not familiar to you, form the outline and always write it the same way. Also go through the letter and form phrases wherever you find words that will phrase easily.

Now write the letter again and again, the same as you did on the typewriter, trying each

time to increase your speed. You will be surprised at the high rate of speed at which you will be able to write it in a short time. Then take another letter and repeat the process, first writing it on the typewriter until you have memorized it.

These exercises faithfully practised for a short time will increase your proficiency wonderfully, and although I have never yet known a stenographer who did not greatly dislike to write the same letter over and over (this being sometimes necessary in regular business when it is desired that the same letter be written to a number of different correspondents), nevertheless, to do this is of the greatest benefit to one working for speed.

A supply of cheap paper should be kept on hand to use for these exercises.

Book-keepers may devote their spare time to studying improved methods, exercises on rapid calculation, and many things that will suggest themselves. There is always room for improvement in our work no matter what we do.

Correspondents, managers, and other clerks occupying responsible positions, may constantly increase their store of knowledge and gain many valuable ideas by reading good business literature; while those who are naturally gifted with executive ability and desire to have their particular departments run along in the smoothest possible manner, will devise methods to suit their own cases.

While touching upon the subject of idle moments, let me suggest that attention should also be given to the little minor details that are likely to be overlooked during busier periods. Every clerk should make it his or her business to see that everything in the office is in its proper place, inkstands filled, and pens and pencils in proper condition, in readiness for the next busy spell. No one should selfishly wait for another to do what he, himself, knows should be done.

PICTURE IN YOUR MIND THE
ABLE, EARNEST, USEFUL PER-
SON YOU DESIRE TO BE, AND
THE THOUGHT YOU HOLD IS
HOURLY TRANSFORMING YOU
INTO THAT PARTICULAR INDIVIDUAL. ALL THINGS COME
THROUGH DESIRE. WE BECOME
LIKE THAT ON WHICH OUR
HEARTS ARE FIXED.

—ELBERT HUBBARD.

THE ACME OF SYSTEM IS TO
AUTOMATICALLY CARE FOR
ROUTINE AND MATTERS
THAT RECUR WITH MECHANICAL
REGULARITY—TO REMOVE FROM
THE BRAIN THE SUPERFLUOUS
DETAIL AND LEAVE IT FREE TO
PLAN AND CREATE.

—SYSTEM.

CHAPTER V.

SYSTEM.

Lack of system is the cause of many a flat failure.

The need of system is one of the first things that should be instilled into the mind of the young man or woman preparing to enter the world of business.

It is by no means the beginner alone, however, to whom the study of system is necessary; for many business men and clerks of many years experience are anything but systematic; but they are not successful to the extent that they should be.

You may go into one office and find everything topsy-turvy; old fashioned methods employed; office force plodding along in a dilatory way; somebody asking somebody else where something is; employer testy and crabbed; and at the end of the day everyone tired out and apparently overworked, though with very little accomplished.

On the other hand, you may enter an office and find conditions just reversed—everything working in harmony; all the latest devices for saving time; a less number of clerks turning out twice the amount of work; a cheery employer with a pleasant word for everybody; and an air of prosperity about the place which makes itself felt instantly.

It's system that makes the difference.

In the first place, order should be maintained. There should be a place for everything, and everything should be kept in its place. It should never be necessary for one clerk to ask another where to find anything pertaining to the office. Each one should know just where all supplies, papers, etc., are kept.

Besides being a place for everything, there should be a time for everything—a regular daily routine which should be followed as closely as possible.

You should make it a point to reach your place of business each morning on time at least. Many people are so afraid that they might give five or ten minutes more than they

are paid for that they arrive either just on the stroke or four or five minutes after—usually the latter. If *you* are one of these, get away from this narrow-mindedness and let your ideas broaden out. Be generous. Try it for a time, anyway, and see if you don't gain materially by it.

And while touching upon the subject I want to say that punctuality does not merely mean to arrive on time. I have seen clerks hurry into the office with an air that seemed to say, "Well, I did make it. Thought I was going to be late," and then loiter around for fifteen minutes before actually settling down to work. In fact, from my own observations, I have found that there is less accomplished during the first hour of the day than during any subsequent hour. Why this should be the case I don't know, unless it is because with some it is hard to concentrate the mind immediately on the work at hand.

Nevertheless, in a well regulated office, and one conducted on systematic principles, the wheels of that business should be set in motion promptly on the stroke of the hour, and each

clerk should be at his or her post. That is what punctuality means.

In order to keep pace with this progressive age, it is necessary to reduce the amount of time consumed in the carrying on of a business to the minimum, and many valuable time-saving devices have been invented in recent years.

The old style letter press has given way to the rapid roller copier; the old method of putting away letters in separate files has been replaced by filing cabinets of various styles, with a separate section for each letter of the alphabet, etc.

There are still hundreds of offices, however, where the letter press and other old devices are still used; for it costs money to install new methods, and many business men stand in their own light, not realizing that they will get value received for every dollar judiciously spent for something that will *save time*.

There are numerous card systems in use, many of which are very practical. Records of all kinds may be kept in this manner, as specially printed cards can be purchased at a moderate cost. A splendid way to keep a

large mailing list up to date is to have a card cabinet with special index, using a separate card for each name and address. In this way useless names may be removed, new names added, or corrections made, without interfering with the rest of the list.

It is needless to go into detail regarding the various uses to which the cards may be put, for what would be applicable to one line of business could not be used in another; but after you have established a card system you will think of many new ways to use it, and will find it invaluable.

The question may be asked, "How can the employe add improvements if the employer is not willing?" To this I can only say that I believe if you take an interest in your work and show your employer that you are anxious to see his business grow, he will be only too glad to listen to your suggestions and help you carry them out. I have always found it so.

Another useful device is the envelope sealer. It should be found in every office where a large number of letters are sent out

daily. It will pay for itself in a short time in the saving of time.

Of course, an office that is run loosely cannot be systematized all at once. The change must be made by degrees. If there are other clerks in the office with you, talk it over with them as well as with your employer.

The ideally conducted office is the one where employer and employes are working hand in hand towards one goal—the advancement of the firm's interests and everyone connected with the firm. You may say that such cannot be found. I admit they are few, but they do exist, and where you find them you find people who are happy and contented, who are glad to work because their work is a pleasure, and who receive large salaries because they earn them.

It would be impossible to touch upon the subject of system very fully here. The above are just a few suggestions that I have proved and found valuable, and the chapter as a whole is simply given to point out the need of system in any business.

“A BUSINESS NOT CONDUCTED
UPON SYSTEMATIC LINES
IS LIKE A RUDDERLESS
SHIP ON A STORM-TOSSED OCEAN,
LIABLE TO GO TO PIECES AT ANY
MOMENT.”

HE WHO EVERY DAY MAKES
A FRESH RESOLVE IS LIKE
ONE WHO, ARRIVING AT
THE EDGE OF THE DITCH HE IS
TO LEAP, FOREVER STOPS AND
RETURNS FOR A FRESH RUN.
WITHOUT UNBROKEN ADVANCE
THERE IS NO SUCH THING AS AC-
CUMULATION OF THE ETHICAL
FORCES POSSIBLE, AND TO MAKE
THIS POSSIBLE, AND TO EXERCISE
US AND HABITUATE US IN IT, IS
THE SOVEREIGN BLESSING OF
REGULAR WORK.

—J. BAHNSEN.

CHAPTER VI.

ELEMENTS OF SUCCESS.

If the head of the establishment does things in a loose, slipshod way, it will generally be found that the clerks will follow his example, as it seems to be a trait with many people to blindly follow in the wake of someone a little higher on the ladder of success than themselves.

And herein lies one reason why so many employes never rise beyond a certain stage—why at the end of ten years' work they are practically no better off than when they could boast of but one or two years' experience.

You have probably often heard the expression, "So and so does his work well enough, but he is nothing but a machine. He can't be relied upon in anything outside of his regular routine." It is to such as these that the above remarks apply. They dread responsibility; they have no special ambition; they are simply content to drift along with the current of every day events, and while they continu-

ally hope for something better and long to be advanced, they make no special effort in that direction.

It is a great mistake to labor under the impression that those who hold high salaried positions have secured them merely through the influence of friends or relatives connected with the concerns which employ them. This may be true in some few instances, but in such cases you will generally find that the holder of the position retains it by means of this same influence, and not because of any particular ability on his part.

Those who are truly successful do not have to depend upon any such influence.

Success is made up of a number of different elements.

Honesty naturally heads the list. Next important among them I shall place Sympathy and Unselfishness. I mention both equally because few possess one without the other.

If you have ever had the management of a business and have uncomplainingly shouldered more than your share of work, with never an offer of assistance from other clerks who could

easily have shared the burden; if during a very busy season you have prepared to work an hour or so after closing time and have watched the clerks file out promptly on the hour in the vain hope that perhaps one would volunteer to stay and assist you, you will perhaps better understand why I give these two virtues as the first stepping stones to success. Your employer may be sensitive about asking favors which he knows will be ungraciously granted. He may never complain, but rest assured he makes a mental note of everything, and he will be just as indifferent to your advancement as you are to his interests.

But these three requisites alone cannot make you wholly successful. They must be backed up by Ambition, Common Sense, Good Judgment and Tact, Earnestness, Perseverance, Optimism, Determination, a strong sense of Honor and Justice, Courage, and a Strong Will.

Few people possess all these qualifications, yet every one of them can be cultivated; and, of course, those who possess them in a marked degree are the most successful.

Next in order after Sympathy and Unselfishness I have placed Ambition.

It is seldom you find anyone wholly without ambition. With some it is simply a strong desire for something which they hope to attain, but because they *lack* some of the other attributes they are failures.

With others it is a consuming fire that will stop at nothing to reach the desired goal, and without the *restraint* of a strong will, is likely to lead to dishonesty and underhanded methods.

It will therefore be seen that while Ambition is absolutely necessary to a successful career, it must be balanced on one side by Unselfishness, Perseverance, Earnestness and Tact, and on the other by Common Sense, Good Judgment, Determination and a Strong Will.

Common Sense, Good Judgment and Tact, are all very closely allied, and it will readily be seen how necessary each one is. These three qualities are perhaps more difficult to cultivate than any of the others; in fact, I might say that the first two must be born in

us, though I am sure that careful thought and study in the right direction will go a long way towards overcoming their deficiency.

Earnestness is the quality which causes us to enter into anything heart and soul, eager to accomplish our purpose in a manner that will reflect credit upon us.

Perseverance keeps us firm in our resolve.

Optimism keeps us cheerful, causes us to look upon success as the natural outcome of our efforts, and upon failure as a very remote possibility.

Determination gives us the necessary stability to keep everlastingly at our task, stopping at nothing until it is completed, even though obstacles arise which it seems almost impossible to surmount.

Our sense of Honor and Justice points out the way, keeps us from infringing on the rights of others, and leads us past temptation and on to victory, happy in the knowledge that we have won fairly and honestly.

Courage stands us in good stead when we reach that stage in our careers when we begin to assume grave responsibility—when a false

move on our part may result in a heavy loss to our employer.

Will Power, I may say, is a culmination of these faculties, to which they gradually lead up. It is the quality that gives us perfect control over ourselves. It gives us the strength to choke back our disappointments when failure seems evident, to start out afresh with renewed energy and hope, and to struggle on and on in the face of every drawback until success is ours.

For there will be obstacles. You must expect them. But you must make up your mind to go through them—not over them or around them. “Never give up” is a motto that young people starting out to win success in business should ever keep before them.

With some natures obstacles only add fuel to their fire of ambition, and the greater the barrier the greater their determination to rise above it.

Others become disheartened and give up the first time any serious difficulty presents itself, and then commence again after the bitterness of their disappointment wears off. But

this is a serious mistake, for every time they give up they make it just that much harder to succeed. They continually lose ground and keep slipping back until they finally conclude that success is mere luck anyway, and there's no use trying.

There is a great deal of truth in the saying that we are what we think we are, though thinking will not help much if it is not followed up with well directed effort.

"We are what we make of ourselves" is a better expression, and one that embraces both thought and action.

The one who can think and act too, who can show results, who knows in his own heart that he can rise, and is determined to make himself known in the world, is a long way towards the goal. He never waits to see what others are going to do. He thinks his own thoughts and carries out his own ideas. He never complains, but keeps at his task and works with a determination that insures victory.

The one who acts boldly and fearlessly wins the confidence of the world.

You may feel that because there are so many in the field success can only come to a few, and that there's no use trying for anything out of the ordinary. But that is just the trouble—there are too many ordinary people now, and not enough of the kind employers want.

On the other hand, you may feel that although you have the ability and requirements necessary to rise, your efforts are not appreciated. Sometimes employers are unjust, but as a rule they are too much alive to their own interests to hold back an employe who merits advancement.

If you really have it in you to forge ahead, however, nothing can hold you back. If you don't succeed in one place you will in another, and just as surely as water will always find its level, so you will find the place you are fitted for.

Business men are constantly looking for progressive men and women—those of exceptional ability, who possess originality; who can take the initiative and accomplish results without asking questions or waiting to be

told; who are systematic and up to date; who give the same attention to little things that they do to those of more importance, and who finish up everything as they go along.

Rare opportunities are always open for men and women of this class.

Results are what count.

ONE MAN TAKES HIS WORK AS
A STONE AROUND HIS NECK
AND SINKS TO APATHY. AN-
OTHER TAKES IT AS A STEPPING-
STONE AND MOUNTS TO SUCCESS.

SEIZE THE VERY FIRST POSSIBLE
OPPORTUNITY TO ACT ON
EVERY RESOLUTION YOU
MAKE, AND ON EVERY EMOTION-
AL PROMPTING YOU MAY EXPE-
RIENCE IN THE DIRECTION OF
THE HABITS YOU ASPIRE TO GAIN.
IT IS NOT IN THE MOMENT OF
THEIR FORMING, BUT IN THE
MOMENT OF THEIR PRODUCING
MOTOR EFFECTS, THAT RESOLVES
AND ASPIRATIONS COMMUNICATE
THE NEW "SET" TO THE BRAIN.

PROFESSOR JAMES' PSYCHOLOGY.

CHAPTER VII.

THE STENOGRAPHER.

I believe it may be truthfully stated that in no other branch of office work is there so much room for improvement as among the stenographers. This is undoubtedly due to the fact that to be a first class stenographer one must be well up in several branches, including spelling, grammar and punctuation, besides being both swift and accurate in shorthand and typewriting.

But I believe all young men and women who intend to engage in any branch of business work should include stenography in their business course.

I have already stated that to secure a responsible position in any line of business one must learn the business from A to Z, and if you are a stenographer you have a splendid opportunity to do this.

To you letters, contracts and other important papers are dictated which convey knowledge which you can use both in your own and

your employer's interest—your own because the more you learn the greater are your chances of advancement—your employer's because the more you learn about his business the more valuable your services become to him, provided you use the knowledge you have gained in the right way.

But before you can expect much in the way of advancement you must be sure that you are filling your present position commendably.

I have found that the majority of stenographers have practically the same faults in greater or less proportion; yet these faults can be overcome very easily. The main trouble is that many do not realize that they are not doing their work as well as they might, while others don't care as long as their work is accepted.

When you are asked to take dictation, don't keep the dictator waiting while you sharpen your pencil or finish a paragraph. Keep a supply of well sharpened pencils always on hand.

If you are not required to keep your notebooks on file (and very few business houses

require this), it is well to have two books and use them alternately. For example:

If you are asked to again take dictation before you have written up what you have, instead of removing your note-book from the copy-holder take another book. After you have completed what you have written in book number one, slip a rubber band over the pages that are turned back, so that when you are ready for this book again it will open at the right place.

Place it on your desk with two or three pencils, where it will be ready when you want it.

Now place book number two, which you have used for the second dictation, in your copy-holder and continue your work.

In other words, always have a book ready for use at a moment's notice, without having to remove the one from your copy-holder and waste time hunting for a page to commence on.

If you find it difficult to write shorthand rapidly, even though you have had considerable practice, it is more than likely that the fault lies in the way you hold your pencil. If

you grip it so tightly that your hand begins to ache after writing but a few pages, and you press so heavily that your pencil makes an impression on several pages beneath the one on which you are writing, you will never acquire any great degree of speed. I have noticed that many stenographers have this fault.

Now, to write rapidly, use a rather soft pencil and hold it loosely so that you will not strain the muscles of the hand and arm. Let the pencil skim lightly over the page.

As soon as you can learn to do this you will write much more rapidly and be able to take dictation for several hours at a time without becoming fatigued.

If you have any spare time during office hours practice the exercise given in chapter four until you become accustomed to writing with an easy, swinging stroke that will not consume your store of energy at the outset.

Large scrawling outlines are also a hindrance to gaining speed. By forming neat outlines of medium size you will not only find that your speed will increase perceptibly, but your notes will be much more legible as well.

Never allow yourself to write slowly, even though the dictator may speak slowly, as many do. Form every outline as quickly as you can, even though you have to pause between each word or phrase. Sometime you may have to take dictation from one who speaks very rapidly, and if you have always been accustomed to writing slowly you will find that you cannot do it.

On the other hand, if the dictator speaks so rapidly that you find it difficult to keep up, don't lose your head. He will naturally pause when he finishes a sentence, and that will give you a chance to catch up. You should cultivate the ability to keep one or two sentences in mind, and not expect to write each word as it drops from the speaker's lips.

If you simply can't keep up, however, don't let the speaker get away ahead of you and then ask him to repeat. Ask him to wait as soon as you find that you can't keep up. This will enable him to retain in mind what he wishes to say, whereas, if asked to repeat very much it breaks the chain of thought and often spoils what would otherwise be a good

letter. That is why some dictators fly all to pieces when interrupted.

While taking dictation listen very attentively and try to grasp the exact meaning of every sentence. If you do not catch the "sense" of what is being dictated, you cannot hope to transcribe it with the highest degree of accuracy. If you allow your mind to wander and do not pay strict attention to what you are doing, you will not turn out first class work.

In transcribing your notes, if you have paid close attention while taking them, you will find that every inflection of the dictator's voice will recur to you as you proceed, thus making it easy for you to correctly punctuate your transcript.

While writing up your dictation, if you come to any word or expression that does not sound exactly right to you, it is far better to ask the dictator if that is what he said; for if you are not sure and simply guess at it, you are more than likely to get it wrong, and then the letter must either be written over or be sent

out with the correction made in ink, which is something that should always be avoided.

Never write anything which you are not absolutely sure is correct.

“ACTION WITHOUT PURPOSE
AND DIRECTION IS OF LIT-
TLE VALUE. A GRASS-
HOPPER HAS MORE ACTION THAN
THE BEE.”

A DAY IS A MORE MAGNIFICENT CLOTH THAN ANY MUSLIN, THE MECHANISM THAT WEAVES IT IS INFINITELY CUNNINGER, AND YOU SHALL NOT CONCEAL THE SLEAZY, FRAUDULENT, ROTTEN HOURS YOU HAVE SLIPPED INTO THE PIECE, NOR FEAR THAT ANY HONEST THREAD OR STRAIGHTER STEEL OR MORE FLEXIBLE SHAPE, WILL NOT TESTIFY IN THE WEB.

—EMERSON.

CHAPTER VIII.

THE TYPEWRITER.

If the majority of business men could but realize the impressions and opinions that are created among their various correspondents by the letters they send out, I am sure they would be more particular regarding their appearance.

And if the majority of typewriter-operators realized this, I am sure they would be more particular in writing them.

“Look at that letter—a cheap concern—I guess we don’t want to do business with them.” These are some of the remarks that are made by the recipients of “botchy,” poorly written letters, and perhaps your employer is robbed of many good business connections because of your carelessness, indifference or inability to turn out the right kind of letters.

For my part, I cannot understand why really well written letters are so seldom seen. It doesn’t take so long to become an expert typewriter, and yet I have seen any number who, according to their own statements, had sev-

eral years' experience and still knew next to nothing about a typewriter.

Of the various branches of office work, typewriting is one of the easiest to learn. Of course, I am speaking from my own standpoint. Everyone may not find it the same, for it often happens that what is easy for one is hard for another and vice versa. But if one cannot become proficient inside of a year or so there must be something wrong.

A good machine is a necessity. The next thing is to keep it in order.

If you don't know anything about the working parts of your typewriter, the next time you are compelled to send for someone to fix it have him explain it to you thoroughly. The more you learn of the mechanism the less trouble you will have to keep it in perfect running order. Never attempt to take it apart.

One of the main things is to keep the machine from becoming clogged up with grease and dirt. Wipe it off every day and oil it occasionally; but be very sparing in your use of oil, as too much of it is almost worse than none at all.

Also clean the type frequently, especially when you are using a new ribbon. If you brush them every day with a stiff typewriter brush it will not be necessary to pick out each letter with a pin, as I have seen many do.

Don't be constantly changing the tension of your machine. Have it fixed once the way it suits you, and then leave it that way. It may seem at times that the machine runs hard, even when it is thoroughly cleaned and oiled, and your first impulse will be to loosen the tension, and then you'll find that you've only made matters worse. At such times you will generally find that it is your own tension that needs changing, and if you have any other work to do it is better to take it up for an hour, allowing your muscles to relax. Then when you go back to your typewriter you'll find it will work easily and smoothly.

Now, when it comes to turning out poor work, there are several reasons for it.

The trouble with most operators is that they literally pound a typewriter to pieces, and with a machine in poor condition, the type flat-

tened out and the platen, or roller, rough, good work could not be expected.

A very heavy touch, besides ruining a machine in a short time, is a hindrance in other ways. It is wearing on the operator because it consumes too much energy, and it makes a correction very difficult, because with the periods and commas punched clear through the paper, and the letters heavy, a neat erasure cannot be made; and the result of an attempted correction is an unsightly smear.

A light, though firm, touch should by all means be cultivated.

Another great drawback is the erasing habit. It is a consumer of time and energy, and it is a habit that grows, for the more you erase the more you have to.

To overcome the habit, take the exercises for gaining speed given in chapter four. Write some letter over a number of times, and while doing so don't allow yourself to make any corrections. If you make a mistake start over again, and keep on doing this until you can write the letter easily without striking a wrong letter, or making an error of any kind.

You may raise the objection that all these exercises that I have suggested take more time than you can spare; but if you are a poor typewriter you can only gain advancement through improvement, and if you really wish to succeed, surely it is worth a little extra effort. You can find plenty of time if you will try, and by striving constantly to improve yourself, your increased efficiency will before long more than make up for this sacrifice, if you wish to term it such.

However, you will find it necessary at times to use the eraser, and as the ability to make an erasure that cannot be detected is something of an accomplishment in itself, I shall devote a few remarks to this subject.

A letter can be changed now and then, or even a word can be erased, without spoiling the appearance of a page in the least; but an erasure of several words should never be attempted, as it cannot be done satisfactorily, and it would take almost as long to make the correction as to write the page over again.

Use an eraser that is not too hard. Don't hold it straight on the paper, but let it slant

first to one side and then the other, so that the part that touches the paper will always be worn very thin. This will enable you to remove one letter from a word without blurring the letters on either side of it.

To press very heavily on the eraser when making a correction only grinds the ink deeper into the paper. Rub very gently, with a slightly rotary motion.

Keep a piece of heavy, soft paper on your desk or table, and when the eraser becomes soiled with the ink, clean it by rubbing it on this paper. Always have your eraser perfectly clean before attempting to make a correction.

If the ribbon is new and leaves a blur, this is best removed by using a soft rubber. Probably you have one on the end of your pencil.

In putting on a new ribbon some wear gloves to keep the hands from becoming soiled, but these become saturated after being used a short time, and really afford little protection.

Others use lemon juice to remove the stains; but the quickest and simplest method is to keep a piece of good soap on hand, and

also a piece of pumice stone about the size of a cake of soap (this can be purchased at any drug store). Wash the hands, first using the soap and then rubbing them gently with the pumice stone, and the stains will disappear instantly. Stains from ordinary black ink, red ink, grease from the typewriter, etc., may be removed in the same way.

During the winter months if your hands are very cold when you arrive at the office, it will, of course, be almost impossible for you to write, at least without making numerous errors, as the cold stiffens the muscles and joints of the fingers, so that you can make but little progress.

A good idea is to keep a small pan of water on the heater so that it will always be warm, and when coming in out of the cold, dip the hands in it until the stiffness is gone. Then dry them thoroughly and rub them with a cream that will dry into the skin instantly, to keep them from chapping. This will take but a few minutes, and is better than attempting to work with the hands cold.

Now, in order to get the best results from your typewriting, read the chapter on “Forms For Business Letters” very carefully, and then put your very best effort into your work.

THE ACTUAL PRESENCE OF
THE PRACTICAL OPPORTUN-
ITY ALONE FURNISHES THE
FULCRUM UPON WHICH THE
LEVER CAN REST, BY MEANS OF
WHICH THE MORAL WILL MAY
MULTIPLY ITS STRENGTH AND
RAISE ITSELF ALOFT. HE WHO
HAS NO SOLID GROUND TO PRESS
AGAINST WILL NEVER GET BE-
YOND THE STAGE OF EMPTY
GESTURE-MAKING.

—J. BAHNSEN.

YOUR WORTH CONSISTS IN
WHAT YOU ARE, AND NOT IN
WHAT YOU HAVE. WHAT
YOU ARE WILL SHOW IN WHAT
YOU DO.

—THOMAS DAVIDSON.

INITIATIVE ISN'T INTUITION OR
SECOND-SIGHT. IT'S PERPET-
UAL TRYING — EVERLASTING
VIGILANCE—UNCEASING WORK.

—SYSTEM.

CHAPTER IX.

FORMS FOR BUSINESS LETTERS.

Letters with a certain distinction and style about them are the letters that bring the business. Even a poorly worded letter may be made to present a very fair appearance by the careful typewriter who takes a personal pride in knowing that every letter that leaves the office is just as nearly perfect as she can make it.

If a letter is not more than five or six lines in length, don't take a full page letterhead and write these few lines close to the top. Such a letter should be written on a half sized sheet and double spaced in order to bring it in the center of the page.

It is a mistake to get into the habit of always using the same spacing regardless of the length of the letter.

All business firms whose letters vary in length should keep three sizes of letterheads on hand, the full size, two-thirds, and half.

Letters that by using double spacing will

fill a page nicely without crowding, should be double spaced.

Letters that will fill a page and a half double spacing, should be single spaced, using but one page.

To ascertain how large a space any certain letter will occupy, it is only necessary to know how many pages of your shorthand notes will make one page of typewriting. For example :

If your notes are medium sized, one page and a quarter (if six inch note books are used) will make a neat, one-page letter double spaced.

Two and a half pages will make a one-page letter single spaced.

One page will make a one-page letter double spaced, by commencing well down on the sheet and using a wide margin.

One-half page should be written on a two-thirds sheet, single spaced; less than one-half page on a two-thirds sheet double spaced or on a half sheet single spaced.

You can soon learn to gauge your own notes so that you will know at a glance which form to use.

The width of the margin should vary according to the style of the letter, but a very narrow margin should never be used. As the margin on any up to date machine can be changed by a mere touch to any desired width, no time is lost by making the change.

Besides, the general letters of any firm are all about the same length, so that it will only be found necessary to alter the margin for the special letters. Locking the machine at 7 and 69 gives a good margin for general work.

For special work, you must use your own judgment, but the following suggestions may be found helpful:

If by commencing a letter—say an inch and a half below the date line, and using the entire width of the machine from 0 to 75, the letter would end about two and a half inches from the bottom of the sheet, it would be better to commence a little higher on the page and lock the machine at 10 and 65, making the letter end about an inch and a half from the bottom. This would vary a little, of course, according to the number of paragraphs in the letter.

If a letter will occupy more than one page single spacing leave a margin at the bottom of the first sheet in keeping with the margin at each side. The letter will look out of proportion if you continue until there is not room at the bottom of the page for another line.

If a letter is of very great length lock the machine at 7 and 69.

Be careful to insert the paper so that both margins will be equal.

In writing single space letters always double space between each paragraph.

Divide a letter—especially a lengthy letter—into as many paragraphs as possible. The majority of stenographers write their letters too “solid.”

A busy man will barely skim through the solid appearing letter, and perhaps fail to grasp its most important point; whereas, if it is well separated, and the important parts forcibly brought out it will command his attention to the end.

Form letters that are to be printed to imitate typewriting, and mailed to a large list, should be very attractively gotten up. Other-

wise they will not receive the attention they should.

In beginning a letter always write *Mr. John Smith, or John Smith, Esq.*; never plain *John Smith*. Or, *Mrs. Mary Smith, or Miss Mary Smith*—not *Mary Smith*.

If the words *Dear Sir* or *Dear Madam* are used, each word is begun with a capital. If the words *My dear Sir* or *My dear Madam* are used, *dear* should be begun with a small letter.

It is permissible to use the colon; the colon and dash; semicolon and dash; or even the comma and dash, after the salutation, but I prefer the colon alone.

In commencing a letter always double space between the headlines, even though the body of the letter is written single space. If more than three lines are used for the heading, single space between the two middle lines; as—

John Smith, Esq.

Chicago, Ill.

Dear Sir:

John Smith, Esq.

1024 Emerson Ave.,
Chicago, Ill.

Dear Sir :

Use double space again between *Dear Sir* and the beginning of the letter.

Underlining, when not carried too far, is one of the strongest features in business correspondence, especially in form letters. Underline any word, clause or sentence on which the dictator has placed particular emphasis. It takes the place of italics.

But no matter how nicely a letter may be arranged, if it is not well punctuated the effect is spoiled, and yet how rarely one sees a letter punctuated as it should be.

For this very reason the stenographer and typewriter who strives to attain the height of perfection in her work, will be well repaid for every effort. There is always a demand for first class stenographers and typewriters, but only those who have tried know how hard it is to secure one to whom this adjective may be applied.

In the following chapter I shall endeavor to touch briefly upon the subject of punctuation to the extent that it is likely to be used in business correspondence.

IF A THOUSAND PLANS FAIL, BE
NOT DISHEARTENED. AS LONG
AS YOUR PURPOSES ARE RIGHT
YOU HAVE NOT FAILED.

—THOMAS DAVIDSON.

THE ONE SERVICEABLE, SAFE, CERTAIN, REMUNERATIVE, ATTAINABLE QUALITY, IN EVERY STUDY AND IN EVERY PURSUIT, IS THE QUALITY OF ATTENTION. MY OWN INVENTION, OR IMAGINATION, SUCH AS IT IS, I CAN MOST TRUTHFULLY ASSURE YOU, WOULD NEVER HAVE SERVED ME AS IT HAS BUT FOR THE HABIT OF COMMONPLACE, HUMBLE, PATIENT, DAILY, TOILING, DRUDGING ATTENTION.

—DICKENS.

CHAPTER X.

PUNCTUATION.

The punctuation required in business correspondence is usually of the simplest order, and there is no reason why anyone, even though not familiar with the subject as a whole, should not, with a little study, be able to properly punctuate a business letter.

Although I cannot devote space to a full treatise on punctuation, I shall endeavor to cover the principle points, and offer a few suggestions that will be found useful.

Punctuation is used to clearly convey the meaning of a group of words; to prevent ambiguity, and to separate ideas.

A sentence may convey more than one meaning, according as the words are differently grouped, and by means of various points we are enabled to mark the pause demanded by the sense.

The Period.—A period is placed at the end of every declarative or imperative sentence.

Music is one of the fairest and most glorious gifts of God.

As we advance, the valley becomes deeper and deeper.

It is also used after initial letters and abbreviations, though where an abbreviation retains the last letter of the word which it represents, it may be written without the period; as, Mr Smith, Dr Jones.

One of the commonest errors among typewriters is the placing of a period after the words, "Replying to your letter of the 5th."

These words do not constitute a complete sentence, and the period should, therefore, not be used.

The correct form would be, "Replying to your letter of the 5th, I regret to inform you that I cannot take advantage of your offer, etc."

The Interrogation Point.—The interrogation point is used after a direct question.

The habit is very common among typewriters of placing a period after every sentence regardless of its nature. In fact but two marks

of punctuation seem to be familiar to the average typewriter, viz : the period and comma.

A business letter to be expressive must be properly punctuated.

Because many interrogative sentences end with the falling slide, it should not be inferred that a different point must be used. With very few exceptions all questions beginning with who, when, where, why, what, which, and how, take the falling slide.

Where are you going?

When did he say he would return?

The Exclamation Point.—This point is seldom used in the business letter, yet once in a while may be found necessary. To form it in typewriting, hold the space bar down and strike the apostrophe and then the period.

The Comma.—Many typewriters use the comma very frequently without regard to any rule, and often where no point is necessary.

The comma is used to indicate a short pause in a sentence.

Thence we go by the little hill of the silver mine, and through the meadow of lilies, along the bank of

that pleasant river which is bordered on both sides by fruit-trees.

It is placed after the subject if very long.

To say that I was greatly surprised at the turn affairs had taken, would but mildly express my feelings.

When the subject consists of a series of nouns, a comma is placed after the last, as well as each of the preceding ones.

Lightness, rapidity, nimbleness, and grace, belong to this little favorite, the humming-bird.

Dependent clauses are usually separated from the rest of the sentence by the comma.

In the works of many celebrated authors, men are mere personifications.

The object, when placed before the verb, should be separated from the rest of the sentence by a comma.

How they bore all this, you also know.

Intermediate elements, used parenthetically, are marked off by commas.

Let me, if you please, revert to my own views.

The corruptions of history, thus naturally brought about by the mere introduction of letters, were in Europe aided by an additional cause.

The Semicolon.—The semicolon is used to indicate a very distinct pause in a sentence.

How this appellation originated is uncertain; but it was probably first bestowed on a single man.

Of the earliest state of the great Northern nations we have little positive evidence; but several of the lays in which the Scandinavian poets related the feats of their ancestors are still preserved; and notwithstanding their subsequent corruption, it is admitted by the most competent judges that they embody real and historical events.

It is used to separate divisions of a lengthy sentence where minor divisions are separated by commas.

But in the course of time, unless unfavorable circumstances intervene, society advances; and, among other changes, there is one in particular of the greatest importance.

The bright tattooing on his body was covered with blood and dust; his inflamed eyes rolled in their sockets, and his whole appearance denoted extraordinary suffering and exertion; yet, sustained by some powerful impulse, he continued to advance,

while the throng around him with wild cheers sought to encourage him.

When a sentence embraces several independent clauses not joined by conjunctions, separate the clauses by semicolons.

Nor was their horrible beauty confined to the usual hues of fire; no rainbow ever rivaled their varying and prodigal dyes.

I only made one step; the novelty of my situation made me motionless; my surprise was extreme.

The Colon.—The colon is placed between the principal divisions of a sentence when minor divisions are separated by the semicolon.

Show the thing you contend for to be reason; show it to be common sense; show it to be the means of attaining some useful end: and then I am content to allow it what dignity you please.

A decidedly abrupt pause should be marked by the colon instead of the semicolon.

We are generous enemies: we are faithful allies.

The land of the Pharaohs is becoming civilized, and unpleasantly so: nothing can be more uncomfortable than its present middle state between barbarism and the reverse.

It is used before enumerations.

These authors, for the most part, concur in useful and true opinions; and there is this parallel betwixt them: that fortune brought them into the world about the same century; they were both tutors to two Roman emperors; both sought out from foreign countries; both rich and both great men.

When a direct quotation is preceded by an introductory clause, the colon is placed before it, and sometimes the dash is also added.

He speaks: “Whatever in human nature is hopeful, generous, aspiring,—the love of God and trust in man—is arrayed on one side.”

When a vision in sleep seemed to say:—“Three days hence thou’lt come to the fertile region of Phthia.”

The Dash.—The dash is sometimes used in preference to curves or commas to enclose a parenthesis.

Right—so barren, so hopeless, so unavailing—had long been with them.

Half a minute—it could not have been more—passed thus in breathless stillness.

When a sentence is apparently completed,

and another phrase or clause is added as an afterthought, the dash is used.

Fortune has indeed a great preponderance—nay, is everything in human affairs.

It means nothing to anyone—except, perhaps, to me.

It is used where a portion of the sentence is repeated for effect.

Damages, gentlemen—heavy damages is the only punishment with which you can visit him.

On the forefinger of his right hand he wore a ring like a coiled serpent, the head of which was made of a small but extremely brilliant ruby—a glowing, palpitating, fiery red ruby.

Quotation Marks.—Quotation marks are used when the exact words of another are quoted. Either single or double points are permissible.

“Every breeze says change,” said Webster.

Words referred to in a sentence are enclosed by quotation marks.

The word “proven” is very often incorrectly used for “proved.”

When an interrogative sentence ends with a quotation the interrogation point is placed inside the quotation marks, but if a sentence, which is itself interrogatory, ends with an interrogative quotation, the point is placed outside the quotation marks.

He said to me, "Where are you going?"

Did he say to you, "Where are you going"?

The reason of this is that in the first sentence the point belongs only to the quotation, while in the second it belongs to the entire sentence.

The names of books, periodicals and ships, should be enclosed within quotation marks, or underlined to indicate italics.

Underscoring.—In typewriting this is used to take the place of italics. It is sometimes used instead of quotation marks or italics to distinguish the names of newspapers, magazines, etc.

Apostrophe.—The apostrophe is used to indicate the omission of a letter or letters; as, 'tis, they'll, etc. It is also used to denote the possessive case; as, Mr. Smith's account.

The Hyphen.—The hyphen is used in many compound words, but not in all. It is therefore better to consult a dictionary when in doubt.

When numbers are written out, as, twenty-five, two-thirds, etc., the hyphen should be placed between the words making up the number.

When it is necessary to write a portion of a word on the next line, a hyphen is used to indicate the break in the word, and is always placed at the end of the line—never at the beginning of the next.

Words of two syllables, the first containing but one letter, should never be divided; as, about, above, abound, etc.

Words of more than two syllables, with but one letter in the first, should be divided after the second; as, abund-ant, not a-bundant.

A word must be divided at the end of a syllable. As there are no very definite rules by which to determine where one syllable ends and the next begins, this must be decided mainly by the pronunciation. Prefixes and suffixes usually form distinct syllables.

Whenever possible the part of the word written on the next line should begin with a consonant.

If you will read the above rules and examples several times, and refer to them when in doubt, your punctuation, if you are not already proficient, will soon be greatly improved. Don't add commas, semicolons, etc., at random. Be sure you know what point to use, and then use it.

Another great aid in learning to punctuate correctly is to read the works of some of the best authors, and while doing so pay very close attention to the different marks of punctuation and how they are used.

Now, as there are many stenographers who, for lack of opportunity or other reasons, have little actual knowledge of punctuation, the various rules and examples given may not be fully understood.

But, as many business letters are very similar in construction, it is possible to obtain what

I may call a mechanical knowledge of punctuation.

Take, for example, the following letter:

Dear Sir:

Since receiving your letter of the 9th I have carefully considered your proposition.

In reply I will say this,—that I do not think your terms are exactly fair, and unless we can make different arrangements I shall not feel justified in accepting your offer.

However, as I shall see you very soon—by the 16th at the latest—we can then talk it over personally, and I am sure we will be able to come to a decision that will be mutually satisfactory.

Until then, I remain

Yours truly,

JOHN SMITH.

The first sentence, although rather long, requires no point, because there is nothing to break the flow of thought.

Had it been written, “Replying to your letter of the 9th, I have, etc.,” a comma would be placed after “9th.” Read the sentence both ways, and you will readily detect the slight pause in the latter.

The first part of the second sentence is commonly used in business letters. The comma

and dash are both used to indicate the distinct pause. In typewriting the hyphen is used for the dash.

A comma is placed after "fair" in the second sentence, but after that no point is needed until the period closes the sentence.

The third sentence begins another paragraph. A comma is placed after "however"; in fact, this word, among a number of others which I shall name later, is always separated from the rest of the sentence. When it occurs at the beginning, as in this case, a comma is placed after it. When it occurs in the middle of a sentence, a comma is placed after it, and either a comma or semicolon before it, according to the nature of the sentence.

In separating the parenthetical phrase, "by the 16th at the latest," from the rest of the sentence, the dash is used instead of curves, though either would be correct.

If a parenthesis is very long it is better to use the curves; when short, the dash is preferable.

In the remainder of the sentence the only point necessary is the comma after "person-

ally.” In all sentences similar to this remember that where two distinct clauses are joined by the conjunction “and,” a comma should be placed before “and.”

In closing the letter notice that no comma is used after “I remain.” A comma is never used after these words, nor “I am,” “We are,” “We remain,” etc.

When letters are terminated with the words, “Yours truly,” “Yours very truly,” “Yours respectfully,” etc., only the first word is begun with a capital.

In business letters there are certain words and phrases frequently used, to which the above rule embracing the word “however” applies. These are words and phrases thrown in, without which the sentence would still be complete.

However, therefore, consequently, too, indeed, moreover, accordingly, then; in fact, in short, on the other hand, in consequence, etc.

In the middle of a sentence they would be marked off thus:

As I shall see you, however, on the 16th, we can then talk the matter over at that time.

I will explain the matter more fully when I see you on the 16th, and I trust we can come to some definite conclusion; however, I am sure this can be arranged to our mutual satisfaction.

It will readily be seen how the other words and phrases can be used in sentences similar to these.

It is also well to remember that when such words as but, or, for, etc., are used towards the end of a sentence, a semicolon is usually placed before them, especially if commas are used in the first part of the sentence.

IN ORDER TO HAVE ANY SUCCESS
IN LIFE, OR ANY WORTHY
SUCCESS, YOU MUST RESOLVE
TO CARRY INTO YOUR WORK A
FULNESS OF KNOWLEDGE; NOT
MERELY A SUFFICIENCY, BUT
MORE THAN A SUFFICIENCY.

—GARFIELD.

CHAPTER XI.

HOW TO RISE FROM ONE POSITION TO A BETTER ONE.

It is a well known fact that many of our wealthiest men commenced their business careers early in life as office boys, errand boys; some as stenographers; some as book-keepers, etc.

And so it goes on from generation to generation. There are always a few who step out from the ranks and accomplish great results, while others look on with mingled feelings of envy, admiration and wonder, not realizing how it is that others are able to accomplish what they, themselves, are so anxious to achieve.

Now, it matters not what position you may hold, I venture to say that there is some other position that you would like to secure. Perhaps you try very hard to please your employer; no doubt you do your work in a painstaking manner; you may be diligent and in-

dustrious, and still not be advanced as you feel you deserve.

I use the word *advanced* here not alone in the sense of an increase in salary, for, as you become more and more proficient in any one line, you naturally command a higher salary; but I mean advancement in a broader sense, such as taking up different branches of work—rising to the position of manager, correspondent, private secretary, etc.

Did it ever occur to you that advancement depends upon something more than simply doing your present work well? You may be laboring under the impression that you merit advancement when, in reality, you are only doing what it is right that you should do.

Advancement depends upon your knowledge of the work you would be expected to do in a higher position. Therefore, no matter how well you do your present work, you do not merit advancement, should some higher position become vacant, unless you know how to take hold of the new work.

Rest assured that your employer would not bring an outsider into the office to take up the

work if there was anyone in the office who could assume it.

Now, it may be that you have entered an office after having taken a business course, or, perhaps without any knowledge of business you have simply been employed as a general assistant to do copying, take care of the files, etc.

In the latter case you will very likely have considerable time on your hands, which, if you have a desire to become something more than a mere assistant, you can employ to good advantage by learning all you can about the work that others are doing. If you show a willingness to assist, they will give you little odd jobs to do, and by working from one thing to another you can, in a surprisingly short time, acquire a knowledge of general office work that will be very useful to you.

By helping the book-keeper, starting in by ruling the ledger, adding up columns of figures, etc., you can gradually gain a knowledge of book-keeping. If you show an aptitude for the work and an inclination to learn, you will find plenty of opportunity to do so.

Never be afraid to ask questions, but do so at an opportune time, and not during a busy period when all are more or less crowded with work.

By careful study and earnest effort you can soon master the fundamental principles of book-keeping, and in a short time qualify yourself to become assistant book-keeper when there is such an opening. By constantly working on a set of books you are bound to become more and more proficient until finally, should the position of head book-keeper become vacant, no one would be better qualified than yourself to step in and assume charge of this department.

I know of several competent book-keepers holding excellent positions who acquired their knowledge in just this way; and I may add that my own knowledge of book-keeping was gained in the same manner.

If you are a stenographer you should also be familiar with book-keeping, and if you know nothing about it you can readily learn it during office hours when you are not busy, by carrying out the suggestions given above.

From the position of book-keeper it is but a step to some higher position. By keeping the books you can gain a knowledge of the financial end of a business which will go a long way towards qualifying you for the position of manager.

It is not to be supposed, of course, that you will jump from one position to another immediately. Such changes come about gradually, but surely, for those who make up their minds that they *will* advance.

If you show that you can be relied upon your employer or manager will leave you in charge during temporary absences, and if you handle small matters with judgment you will be depended upon more and more until you can readily manage the business, or some particular branch of it.

While you are working up to it, however, you must be ever on the alert to learn, and constantly thinking, studying and planning for the success of the business.

The stenographer, however, has a greater chance to advance than any other employe. I may seem partial to stenographers, but I

know that without my five months' course in shorthand and typewriting I never could have achieved the success that I have.

I contend that any branch of office work outside of shorthand and typewriting can be learned by actual contact with it in the regular course of business; but to become proficient as a stenographer requires careful study and constant practice for a certain length of time before it can be used in connection with business.

So, with a thorough knowledge of his or her vocation, the stenographer is well equipped to enter the business world and accomplish the highest degree of success.

Writing letters day after day in connection with a certain line of business (especially if it be a real estate, insurance, investment or mail order concern where most of the business is done by correspondence), gives one an insight into the details of the business which cannot be obtained through any other branch of office work.

Now, with such a knowledge, it is only natural that in time you should be able to

answer a portion of the correspondence yourself. Many firms are compelled to employ correspondents to take care of this one branch alone. Correspondents are needed everywhere, and are paid high salaries.

There are surprisingly few who can dictate a strong, forceful letter, free from stilted, meaningless terms.

Who, then, is better fitted to fill a position of this kind than the stenographer who thoroughly understands the business?

You must, of course, possess the ability to write, and then by giving considerable thought to the subject, comparing the dictation of different people and the letters received from various firms, and coupling these with your own originality, you can acquire the knowledge upon which your success as a correspondent depends.

It is not hard to learn to dictate. Simply take up the letter you wish to reply to; answer each point that it is necessary to touch upon, and pay no attention to anything around you. Try to imagine that the writer of the letter is before you, and answer his letter in a

straightforward, conversational way, just as if you were talking to him personally.

It is true that there are many stenographers who do not care anything about business, other than to write the letters each day and forget all about them before the next morning.

But this is a mistake. Success depends upon more than doing your work well from day to day. You must take an interest in the business itself, keep the important matters in mind and be able to answer intelligently any questions your employer may ask regarding letters that you have written. Remember that he has many, many things to think of, and you can make yourself invaluable to him if you will only co-operate with him.

No matter what position you occupy, when once you begin to look upon your work as something more than a monotonous daily routine you will find it extremely fascinating, and this in itself will be conducive to your ultimate success. As soon as you learn to take an interest in business because of your liking for it, you immediately develop a faculty

which only an active interest in business can give you. Your reasoning power, as well as your judgment, will become greatly intensified, and as a result you will be able to assume responsibilities which will be impossible if you simply do your work each day with machine-like regularity, giving no thought to the underlying principles of the business itself.

Some one has very cleverly likened the human mind to a tree, which, as long as the roots and branches continue to reach out, grows and develops; but the moment growth ceases, decay sets in.

Many young people study hard while learning the principles of the work they intend to take up, and as soon as they secure a position and get "broken in," decide that no further study is necessary. They can do their work without any trouble—at least they manage to hold their positions—and so they settle down and unconsciously become a part of the great army of "human machines" of which the business world is partly made up today.

L. O. C.

Thousands of bright young men and women make this mistake. When they awake to a realization of their error there will be better employes, better salaries, better employers, and a degree of success for both employer and employe which today, under present conditions, is impossible.

Your brain cannot stand still. It must be either growing and reaching out for additional knowledge, or going backward and becoming dulled and rusty for lack of use, or because of being centered too steadily upon one particular thing.

Realizing this, you owe it to yourself to be progressive—to strive constantly to improve your mind. When not busy with your own work study some other branch. It is a mystery to me how anyone can be in an office day after day for any length of time without learning all there is to know about the business and the work connected with it.

If you ride to and from your work carry something with you to read while on the car—a business magazine, or anything that will

benefit you. Read about successful people and what they are doing.

Simply make up your mind that you *will* advance, and work faithfully towards that end. Every time you gain one thing that you are striving for fix your aim a little higher. Always work with some fixed purpose in view.

But don't work from a selfish standpoint alone. The upbuilding of the business is just as essential to your advancement as anything else.

The ideal office is the one where the employer has the hearty co-operation of every employe. With the employer pulling one way and every employe another, there can be no success for anyone. Nothing but dissatisfaction and friction result.

But with everyone working in harmony towards the same end the business is bound to grow—and the growth of the business means the advancement of every employe who has helped to bring about this growth.

KEEP YOUR MIND ON THE
SPLENDID THING YOU
WOULD LIKE TO DO; AND
THEN, AS THE DAYS GO GLIDING
BY, YOU WILL FIND YOURSELF
UNCONSCIOUSLY SEIZING UPON
THE OPPORTUNITIES THAT ARE
REQUIRED FOR THE FULFILL-
MENT OF YOUR DESIRE.

—ELBERT HUBBARD.

CHAPTER XII.

CONCLUSION.

In this last chapter I want to touch briefly on the subject of psychology—the science of mind. Psychology is receiving more and more attention in business as well as educational circles, and is recognized as a strong factor in winning success in any pursuit.

The study of psychology is especially beneficial to those who are backward and lack confidence in themselves.

It helps to develop will power, which is not only a much-to-be-desired possession, but an absolute necessity to those who would reap the highest reward for the efforts put forth.

The development of the will also tends to develop personality—that subtle magnetism which so few possess in any marked degree.

Wherever you meet unusually successful men and women (by this I mean people who have achieved success through their own efforts) you will find this magnetic influence strongly defined.

Its possession is something that you should strive for constantly, for the more personal magnetism you develop the greater influence you will have over those with whom you are associated; and influence leads to success.

I also want to mention business life in connection with character building.

Many girls upon leaving school, desire to take up office work, but are held back by relatives who consider business life harmful, and perhaps degrading, to a girl of refined tastes.

The fallacy of this belief is easily proved when one considers the fact that the majority of girls in the world of business are girls who are unusually intelligent, self-reliant and womanly. There are exceptions, of course, but the fault lies with the girls themselves.

Business men look upon their lady-employees with the utmost respect as long as they conduct themselves in a manner worthy of respect.

There is nothing about office work that should cause any girl to feel humiliated (as I know many do) when compelled, through necessity, to take it up.

I think every woman owes it to herself to secure an insight into business matters. We never know what the future may bring forth, and a woman suddenly left upon her own resources with no way of helping herself is indeed to be pitied. No less so is the woman who must leave her financial affairs solely in the hands of some other person, without sufficient knowledge of business to know whether she is being treated fairly or not.

I believe that girls should by all means devote a year or so to business, if only as a protection to themselves.

Besides being a protection, a few years of business life gives a degree of self-reliance and strength of character to the right-minded girl that cannot be obtained in any other way.

In the foregoing pages I have endeavored to cover the principal points necessary to the attainment of success in business.

I have tried to bring out clearly and forcibly the value of thinking for yourself, work-

ing for your employer's interest, improving yourself by constant study, etc.

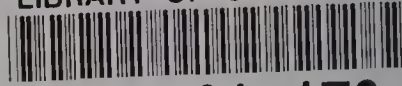
If the suggestions offered are the means of starting others on the right road, and prove helpful to those for whom they are intended, I shall feel that "Business Success" has fulfilled its mission.

OPPORTUNITY

THEY DO ME WRONG WHO
SAY I COME NO MORE
WHEN ONCE I KNOCK AND
FAIL TO FIND YOU IN;
FOR EVERY DAY I STAND OUTSIDE
YOUR DOOR,
AND BID YOU WAKE, AND RISE
TO FIGHT AND WIN.

—WALTER MALONE.

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